

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

AIRA CAPITAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

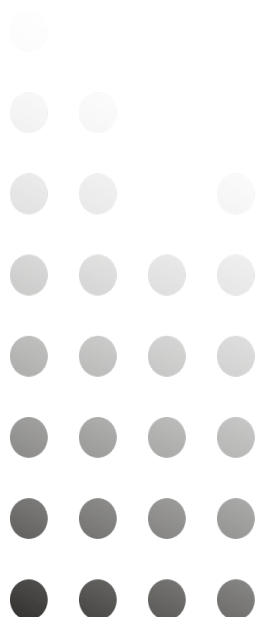


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : AIRA CAPITAL PUBLIC COMPANY LIMITED

Symbol : AIRA

Address : 319 Chamchuri Square Building. 12th Floor, Phayathai Road,
Pathumwan

Province : Bangkok

Postcode : 10330

Business : AIRA has been incorporated as a holding company to hold shares in other business. The company's policy is to invest not less than 75% in financial sector and not more than 25% of the capital in non-financial sector, both in listed and non-listed companies for short and long period of term, in order to earn dividend and capital gain. At the present, the company has 10 subsidiaries and 2 associated companies.

Registration Number : 0107554000216

Telephone : 0-2080-2999

Fax (if applicable) : 0-2160-5395

Website : <https://www.airacapital.co.th>

Email : ir@aira.co.th

Total Shares Sold (shares)

Common Stock : 6,314,878,533

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2022	2023	2024
Total revenue from operations (Thousand baht)	962,000.00	1,025,000.00	1,217,000.00
Securities and investment business (Thousand baht)	371,000.00	333,000.00	399,000.00
Advisory and investment banking (Thousand baht)	11,000.00	13,000.00	23,000.00
Factoring business (Thousand baht)	225,000.00	240,000.00	251,000.00
Rental and service business (Thousand baht)	145,000.00	134,000.00	171,000.00
Property development business (Thousand baht)	158,000.00	248,000.00	298,000.00
Other revenue (Thousand baht)	52,000.00	57,000.00	75,000.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Securities and investment business (%)	38.57	32.49	32.79
Advisory and investment banking (%)	1.14	1.27	1.89
Factoring business (%)	23.39	23.41	20.62
Rental and service business (%)	15.07	13.07	14.05
Property development business (%)	16.42	24.20	24.49
Other revenue (%)	5.41	5.56	6.16

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	962,000.00	1,025,000.00	1,217,000.00
Domestic (Thousand baht)	962,000.00	1,021,000.00	1,217,000.00
International (Thousand baht)	0.00	4,000.00	0.00
Singapore (Thousand baht)	0.00	4,000.00	0.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	99.61	100.00
International (%)	0.00	0.39	0.00
Singapore (%)	0.00	100.00	0.00

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

Share of profit of joint ventures and associates accounted for using equity method

	2022	2023	2024
Share of profit (Thousand baht)	52,636.00	-81,368.00	-75,555.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2022	2023	2024
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

The risk factor from being holding company and have core business by holding share in other companies, then, performance of company is based on the operating results and dividends from its subsidiaries and affiliates.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Policies or international agreements related to business operations
- Reliance on large customers or few customers

Operational Risk

- Loss or damage from non-compliance of partners or counterparties

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Financial Risk

- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment
- Unhedged loan and borrowing in a foreign currency

The risk of investment and financial support to subsidiaries and affiliates

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects
- Business operations that have no commercial results

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations

Risk of impairment of goodwill.

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

The risk from human resources

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Safety, occupational health, and working environment

The risk from Information Technology Systems

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack

The risk from legal and compliance

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Corruption

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

The risk from the emerging incident

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Reliance on large customers or few customers
- ESG risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Information security and cyber-attack
- Safety, occupational health, and working environment
- Climate change and disasters
- Pandemic risk

Financial Risk

- Other

Sustainability risks of the company in the nature of holding business

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors
- Economic risk
- New business risk

Operational Risk

- Reliance on employees in key positions
- Systems or internal control system
- Loss or damage from non-compliance of partners or counterparties

- Delays in the development of future projects
- Business operations that have no commercial results
- Corruption

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Liquidity risk
- Income volatility

Risk to Securities Holder (2.2.2)

1. The risk of operations of the company under the control of a group of major shareholders, who hold more than a 50 percent stake in the company.

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy (if applicable) : https://www.airacapital.co.th/ckfinder/userfiles/files/%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2/4_%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9E%E0%B8%B1%E0%B8%92%E0%B8%99%E0%B8%B2%E0%B8%AD%E0%B8%A2%E0%B9%88%E0%B8%B2%E0%B8%87%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

Company environmental guideline : Electricity Management, Renewable/Clean Energy Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

- Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	22,983.00	22,625.00	21,948.00

Water management

- Water consumption

	2022	2023	2024
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Total water withdrawal (Cubic meters)	70.00	74.00	52.00
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Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

Company human right guideline : Employee Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2022	2023	2024
Number of male employees (Persons)	15	11	15
Number of female employees (Persons)	24	24	20
Total number of employees (Persons)	39	35	35

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	49,054,535.09	45,728,115.29	43,455,719.39

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	5.00	9.00	15.00
Employee development and training expenses (baht)	45,398.00	127,023.20	271,491.00

• Health, safety and work environment

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	0	0	0

• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	N/A	N/A	23.19

• **Significant labor dispute**

	2022	2023	2024
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : https://www.airacapital.co.th/ckfinder/userfiles/files/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%A9%E0%B8%B1%E0%B8%97/22.03.23/AC_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3_2566.pdf

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	8	66.67
Number of female directors	4	33.33
Number of executive directors	1	8.33
Number of non-executive directors	11	91.67
Number of independent directors	7	58.33

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PRASERT BUNSUMPUN Gender: Male Age: 72 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	3 Jul 2020	Energy & Utilities, Corporate Management, Strategic Management, Governance/ Compliance, Petrochemicals & Chemicals

2.	Mr. WISOOT KARNCHANAPUNYAPONG Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	23 Feb 2010	Finance, Finance & Securities, Law, Governance/ Compliance, Corporate Management
3.	M.R. KASEMVISUTH VISUTHI Gender: Male Age: 81 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	22 Apr 2010	Finance & Securities, Property Development, Governance/ Compliance, Strategic Management, Corporate Management
4.	Mr. NOPPORN PICHA Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	22 Apr 2010	Accounting, Finance, Governance/ Compliance, Risk Management, Strategic Management
5.	Mr. PRINYA WAIWATANA Gender: Male Age: 77 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	22 Apr 2010	Accounting, Finance, Governance/ Compliance, Risk Management, Strategic Management

6.	Mrs. ANCHALEE PIPATANASERN Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	22 Apr 2010	Finance, Accounting, Property Development, Governance/ Compliance, Strategic Management
7.	Mrs. NALINEE NGAMSETTAMAS Gender: Female Age: 65 years old Highest level of education: Honorary degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	22 Apr 2010	Accounting, Finance, Finance & Securities, Strategic Management, Corporate Management
8.	Mrs. KONGKEAW PIAMDUAYTHAM Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	27 Aug 2010	Accounting, Finance, Governance/ Compliance, Sustainability, Corporate Management
9.	Associate Professor NIPUTH JITPRASONK Gender: Male Age: 81 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	25 Feb 2016	Finance, Accounting, Governance/ Compliance, Risk Management, Strategic Management

10.	Mr. SERMSAKOOL KLAIKAEW Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	11 Dec 2019	Governance/ Compliance, Risk Management, Strategic Management, Sustainability, Corporate Management
11.	Mr. ANANT SIRISAENGTAKSIN Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	3 Jul 2020	Law, Accounting, Finance, Strategic Management, Risk Management
12.	Ms. WARAWAN WATTANATHESANUN Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	12 Dec 2024	Accounting, Finance, Sustainability, Corporate Social Responsibility

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mrs. CHIRAPORN CHEMNASIRI Gender: Female Age: 76 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 22 Apr 2010 Date directorship ended: 15 Nov 2024	No replacement director

Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of
the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NOPPORN PICHA Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	22 Apr 2010	Accounting, Finance, Governance/ Compliance, Risk Management, Strategic Management
2. Mrs. ANCHALEE PIPATANASERN [1] Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	22 Apr 2010	Finance, Accounting, Property Development, Governance/ Compliance, Strategic Management
3. Ms. WARAWAN WATTANATHESANUN [1] Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	12 Dec 2024	Accounting, Finance, Sustainability, Corporate Social Responsibility

[1] A director with the accounting expertise needed to review financial statements

List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mrs. CHIRAPORN CHEMNASIRI [1] Gender: Female Age: 76 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 22 Apr 2010 Date directorship ended: 15 Nov 2024	No replacement director

[1] A director with the accounting expertise needed to review financial statements

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Associate Professor NIPUTH JITPRASONK M.R. KASEMVISUTH VISUTHI Mr. PRINYA WAIWATANA	Chairman Member Member
Good Governance and Sustainability Committee	Mrs. KONGKEAW PIAMDUEYTHAM Mr. WISOOT KARNCHANAPUNYAPONG Ms. WARAWAN WATTHANATHESANUN	Chairman Member Member
Risk Management Committee	Mr. PRINYA WAIWATANA Associate Professor NIPUTH JITPRASONK Mr. ANANT SIRISAENG TAKSIN Mr. SUTTIPORN TANTHIKUL	Chairman Member Member Member
Investment Committee	Mrs. NALINEE NGAMSETTAMAS Mr. WISOOT KARNCHANAPUNYAPONG Mr. PRINYA WAIWATANA Mr. Pairoj Laungthaleongpong	Chairman Member Member Member

Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : Good Governance and Sustainability Committee

Sub-committees responsible for corporate sustainability development : Good Governance and Sustainability Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. NALINEE NGAMSETTAMAS Gender: Female Age: 65 years old Highest level of education: Honorary degree Major: Finance	CHAIRMAN OF EXECUTIVE COMMITTEE	22 Apr 2010	Accounting, Finance, Finance & Securities, Strategic Management, Corporate Management
2. Mr. SUTTIPOORN TANTHIKUL [1] Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Economics	MANAGING DIRECTOR	1 Jul 2015	Finance & Securities, Data Analysis, Leadership, Strategic Management, Risk Management
3. Mr. Weng Meng Chan Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Finance	First Executive Vice President	1 Aug 2021	Finance & Securities, Property Fund & REITs, Property Development, Fund Management, Data Analysis
4. Mrs. Jutima Sajchwong Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President Communication and Corporate Affairs	1 Jan 2024	Media & Publishing, Marketing

5.	Ms. Napawan Ruttapichairak [2] Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Science Program in Corporate Governance	Senior Vice President Accounting and Finance	1 Mar 2024	Accounting, Finance, Corporate Social Responsibility, Sustainability
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[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 15

Number of female employees (persons) : 20

Total number of employees (persons) : 35

Employee Remuneration

Total employee remuneration : 43,455,719.39

Provident fund

Total number of employees (persons) : 35

Number of employees contributing to the PVD (persons) : 24

Percentage of employees who are members (%) : 89.00

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. ANCHALEE PIPATANASERN Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 22 Apr 2010	Finance, Accounting, Property Development, Governance/ Compliance, Strategic Management
2. Mrs. NALINEE NGAMSETTAMAS Gender: Female Age: 65 years old Highest level of education: Honorary degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 22 Apr 2010	Accounting, Finance, Finance & Securities, Strategic Management, Corporate Management
3. Mrs. KONGKEAW PIAMDUAYTHAM Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 27 Aug 2010	Accounting, Finance, Governance/ Compliance, Sustainability, Corporate Management

4.	Mr. ANANT SIRISAENGTAKSIN	Director	Date position was assumed:	Law, Accounting, Finance, Strategic Management, Risk Management
	Gender: Male	(Non-executive)	3 Jul 2020	
	Age: 73 years old			
	Highest level of education:	Director type: Re-elected as director		
	Master's degree			
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Ms. WARAWAN WATTANATHESANUN	Director	Date position was assumed:	Accounting, Finance, Sustainability, Corporate Social Responsibility
Gender: Female	(Non-executive, Independent director)	12 Dec 2024	
Age: 56 years old			
Highest level of education:	Director type: Newly appointed director to replace ex-director		
Master's degree			
Major: Business Administration			
Thai nationality: Yes			
Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PRASERT BUNSUMPUN	Chairman of the board	Non-participating
Mr. WISOOT KARNCHANAPUNYAPONG	Director	Non-participating
M.R. KASEMVISUTH VISUTHI	Director	Non-participating
Mr. NOPPORN PICHA	Director	Non-participating
Mr. PRINYA WAIWATANA	Director	Non-participating
Mrs. ANCHALEE PIPATANASERN	Director	Non-participating
Mrs. NALINEE NGAMSETTAMAS	Director	Participating
Mrs. KONGKEAW PIAMDUAYTHAM	Director	Non-participating
Associate Professor NIPUTH JITPRASONK	Director	Non-participating

Mr. SERMSAKOOL KLAIKAEW	Director	Non-participating
Mr. ANANT SIRISAENGTAKSIN	Director	Non-participating
Ms. WARAWAN WATTHANATHESANUN	Director	Participating
Mrs. CHIRAPORN CHEMNASIRI	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment)
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Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times)	: 6
Date of AGM meeting	: 29 Apr 2024
EGM meeting	: No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. PRASERT BUNSUMPUN (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2. Mr. WISOOT KARNCHANAPUNYAPONG (Director)	-	6/6	Participating	Did not hold the meeting
3. M.R. KASEMVISUTH VISUTHI (Director)	-	6/6	Participating	Did not hold the meeting
4. Mr. NOPPORN PICHA (Director)	-	6/6	Participating	Did not hold the meeting
5. Mr. PRINYA WAIWATANA (Director)	-	6/6	Participating	Did not hold the meeting
6. Mrs. ANCHALEE PIPATANASERN (Director)	-	6/6	Participating	Did not hold the meeting

7.	Mrs. NALINEE NGAMSETTAMAS (Director)	-	6/6	Participating	Did not hold the meeting
8.	Mrs. KONGKEAW PIAMDUAYTHAM (Director)	-	6/6	Participating	Did not hold the meeting
9.	Associate Professor NIPUTH JITPRASONK (Director)	-	6/6	Participating	Did not hold the meeting
10.	Mr. SERMSAKOOL KLAIKAEW (Director)	-	6/6	Participating	Did not hold the meeting
11.	Mr. ANANT SIRISAENGTAKSIN (Director)	-	5/6	Participating	Did not hold the meeting
12.	Ms. WARAWAN WATTANATHESANUN (Director)	-	0/0	Non-participating	Did not hold the meeting
13.	Mrs. CHIRAPORN CHEMNASIRI (Director)	15 Nov 2024	5/5	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. PRASERT BUNSUMPUN (Chairman of the board)	-	150,000.00	120,000.00	N/A
2.	Mr. WISOOT KARNCHANAPUNYAPONG (Director)	-	102,000.00	120,000.00	N/A
3.	M.R. KASEMVISUTH VISUTHI (Director)	-	102,000.00	120,000.00	N/A
4.	Mr. NOPPORN PICHA (Director)	-	102,000.00	120,000.00	N/A
5.	Mr. PRINYA WAIWATANA (Director)	-	102,000.00	120,000.00	N/A
6.	Mrs. ANCHALEE PIPATANASERN (Director)	-	102,000.00	120,000.00	N/A
7.	Mrs. NALINEE NGAMSETTAMAS (Director)	-	51,000.00	120,000.00	N/A
8.	Mrs. KONGKEAW PIAMDUAYTHAM (Director)	-	102,000.00	120,000.00	N/A
9.	Associate Professor NIPUTH JITPRASONK (Director)	-	102,000.00	120,000.00	N/A
10.	Mr. SERMSAKOOL KLAIKAEW (Director)	-	102,000.00	120,000.00	N/A
11.	Mr. ANANT SIRISAENGTAKSIN (Director)	-	85,000.00	120,000.00	N/A

12.	Ms. WARAWAN WATTHANATHESANUN (Director)	-	0.00	0.00	N/A
13.	Mrs. CHIRAPORN CHEMNASIRI (Director)	15 Nov 2024	85,000.00	110,000.00	N/A

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. NOPPORN PICHA (Chairman of the audit committee)	-	4/4
2.	Mrs. ANCHALEE PIPATANASERN (Audit committee)	-	4/4
3.	Ms. WARAWAN WATTHANATHESANUN (Audit committee)	-	0/0
4.	Mrs. CHIRAPORN CHEMNASIRI (Audit committee)	15 Nov 2024	4/4